

**CITY OF BURLINGTON**  
**COMMUNITY DEVELOPMENT BLOCK GRANT - 2022 APPLICATION**

*Application must be no more than 12 total pages (including cover page) with 12-point font.  
Refer to NOFA for required information for each question.*

Project Name: ReSOURCE YouthBuild

Project Location / Address: 339 Pine Street, Burlington VT 05401

Applicant Organization / Agency: ReSOURCE: A Nonprofit Community Enterprise

Mailing Address: 329 Harvest Lane, Suite 200, Williston, VT 05495

Physical Address: 339 Pine Street, Burlington VT 05401

Contact: Jessica Gandini Title: Grants Manager Phone #: 802.857.4342

Web Address: www.resourcevt.org E-mail: kgandini@resourcevt.org

**CDBG Funding Request: \$ 30,000.00**

**Total Estimated Program/Project Cost: \$ 824,534.00**

**Project start date:** (choose one)  July 1st, 2022 or  before July 1st, 2022, if before please indicate the desired start date:

**Development:** (choose one)  Economic Development  Affordable Housing  Public Facilities/ Improvements

**Public Service:** (choose one)  Early Childhood Ed/Childcare  Youth Services  Health  
 COVID response  Economic Opportunity  Housing and Homelessness


**1. Type of Organization**

- Local Government  Non-Profit Organization  
 For-Profit Organization (please provide copy of your IRS 501(c) (3) tax exemption letter)  
 Faith-Based Organization  Institution of Higher Education

**Certification**

To the best of my knowledge and belief, data in this proposal are true and correct.  
I have been duly authorized to apply for this funding on behalf of this agency.  
I understand that this grant funding is conditioned upon compliance with federal CDBG regulations.

I further certify that no contracts have been awarded, funds committed or construction begun on the proposed program, and that none will be prior to issuance of a Release of Funds by the Program Administrator.

  
\_\_\_\_\_  
Signature of Authorized Official

**Thomas Longstreth**

\_\_\_\_\_  
Name of Authorized Official

**Executive Director**

**01/10/2022**

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

## ***I. Demonstrated Need***

---

### **1. What is the need/opportunity being addressed by this program/project and how does that contribute to CDBG’s national objectives? \***

ReSOURCE YouthBuild’s training program provides direct benefits to low and moderate-income persons. For over 30 years ReSOURCE has been adapting to community needs, and has continued to evolve its job skills training to help more Vermonters prepare for and enter the workforce. ReSOURCE YouthBuild students are among the 6.7 million young adults ages 16 to 24 who are neither in school nor working. These are the students who fall through the cracks of the traditional education system and need a path to complete their education and build their future. According to the US Census 2019 American Community Survey, Chittenden County had a 11.35% unemployment rate for young adults ages 16 to 24 as compared to the low 3.4% unemployment rate for all ages statewide. ReSOURCE specializes in hands-on skill building ideally suited for the trades and is able to reach a demographic left behind by the “four-year college-or-bust” mindset that precludes many from successful outcomes and prevents a focus on the skill-building needed to prepare people for pathways in Vermont’s trades. While Vermont’s high school graduation rate (including equivalency) is over 90%, the college graduation rate drops significantly to just under 35% and only 8.5% completing an associate’s degree<sup>1</sup>. These pathways are failing to adequately meet the needs of young Vermonters and are leaving local employers desperate for skilled individuals to replace an aging workforce. ReSOURCE YouthBuild provides a path for this as well as industry recognized certifications.

ReSOURCE YouthBuild operates in Burlington and Barre, VT. Burlington, Vermont's largest city, is the regional hub of Chittenden County and has a crisis of affordable housing with a high rent burden above the national average. This old housing is poorly insulated and results in drafty, dangerous homes that families struggle to heat resulting in onerous energy cost burdens. We are offering an innovative program that helps to meet the urgent labor force demands of the construction industry in Vermont and presents an opportunity for Vermonters to improve the performance of their communities in terms of health, comfort and cost to ensure an affordable and stable standard of living.

<b>Evidence of Need<sup>2</sup></b>	<b>Burlington</b>	<b>U.S. Avg.</b>
Housing built prior to 1939	45.1%	12.6%
Housing built prior to 1979	29.3%	41.0%
% of Households receiving Food Stamps	12.9%	11.7%
Owners spending more than 35% of household income on housing (SMOCAPI)	21.3%	20.9%
Renters spending more than 35% of income on housing	51.8%	40.5%
Renter-occupied housing tenure	73.3%	36.0%

## ***II. Program/Project Design***

---

### **1. Give us a short summary (2 sentences) that describe the program/project.**

ReSOURCE YouthBuild is an alternative youth training program benefiting low-extremely low-income Burlington residents. Participants demonstrate vocational mastery, earn their high school diploma, complete Personal and Professional Development training, and through their construction work, at-risk youth are trained in trade fields providing livable wages and increased demand for skilled workers while completing community service and service learning projects benefiting their community.

---

<sup>1</sup> Source: Data was provided by the Open Data Network based on data from the U.S. Census Bureau, American Community Survey, 2018

<sup>2</sup> Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2019

**2. Explain why the program activities are the right strategies to use to achieve the intended outcomes. Why is the program designed the way it is? (cite evidence, best practices, or community input) \***

ReSOURCE YouthBuild's program is a promising strategy because of the dual impact provided for low-income Burlington residents. Our program not only benefits low-income Burlington youth with valuable job-skill training that has a strong community impact, but also completes affordable housing and Public Works projects to Burlington's aging housing stock and community spaces which further positively impacts low-income Burlington residents. Through this work, ReSOURCE partners with housing agencies, for client/project referrals and supports community members of low and moderate income who do not qualify for federal or state support and cannot afford the upfront cost necessary to improve the performance of their home in terms of health, comfort and cost to ensure an affordable and stable standard of living. Our training model combining technical training, employability skills, and exposure to local employers is helping individuals gain access to new and growing career opportunities in their community.

**3. How will this program/project contribute to the City's anti-poverty strategy? If this activity is in respond to COVID-19, please also describe how this activity prepares or responds to the impacts of the COVID-19 pandemic.**

This project reduces the number of people living in poverty and directly contributes to the City's anti-poverty strategy through "EO 1.4 Reduce Economic Barriers - Access Resources": Under this goal, the City will support programs for LMI households to access additional resources like tax refunds, savings accounts, and job training, through the implementation of 'Volunteer Income Tax Assistance Programs'. ReSOURCE YouthBuild targets 16 to 24-year-olds who are economically disadvantaged, and have other barriers to educations and employment. ReSOURCE prepares our YouthBuild students for post-graduation success and focuses on key skill development areas, including Financial Literacy. RSYB partners with financial aid organizations like Vermont Student Assistance Corporation (VSAC) to introduce students to money management, how to file taxes, and how to apply for FAFSA and financial aid for college. By empowering at-risk youth, teaching them new skills (such as financial management), and supporting the completion of their high school education, ReSOURCE is providing access to the resources leading to gainful employment by providing Vermont's youth access to resources that prepare them for their future and reduce long-term economic barriers.

**4. How do you use community and/or participant input in planning the program design and activities? \***

ReSOURCE's Policy Committee is elected by fellow participants and meets bi-weekly with the Program Director and once quarterly with the Executive Director. The Policy Committee administers disciplinary rules and regulations, and assists staff with program design, evaluation, and partner selection. ReSOURCE gains community input from employers and uses this information to tailor the training program structure and curriculum to meet employer needs. ReSOURCE's Board of Directors also helps the organization gain community feedback. All Board members provide relevant expertise, experience, knowledge, and community connections for all ReSOURCE programs.

As part of program design ReSOURCE and its partner network work together to determine on the job-specific skills to be taught through the YouthBuild training model. There is a great need for more training for the trades including: Construction, Weatherization, Manufacturing, and HVAC. We are in conversations with local company partners such as VEIC, CVOEO, and Generator to ensure that trainees who participate in the training will have information for career exploration and for opportunities to complete short-term work placements on job sites as they prepare to enter the trade industries after completing training with ReSOURCE.

### III. Proposed Outcomes

**1. What are the intended outcomes for this project/program? How are people meant to be better off as a result of participating?**

August 2022	Enroll new YouthBuild Crew (3 Burlington resident students) Provide energy rated home construction training and Public Works projects (ongoing)
November 2022	Provide OSHA-10 & NCCER Certifications (for fall enrollees)
February 2023	Enroll new YouthBuild Crew (3 new Burlington resident students overlap with existing crew)
May 2023	Provide OSHA-10 & NCCER Certifications (for spring enrollees) Provide energy rated home construction training and Public Works projects (ongoing)
June 2023	Complete YouthBuild training, hold Graduation ceremony

Our outcomes (listed above & below) show that the students that complete YouthBuild, no matter what barriers may exist at the start, are very likely to obtain their high school degree, industry certifications, and get placed into employment. This tells us that students are better off as result of participating in our training.

**2. List your goals/objectives, activities to implement and expected outcomes (# of units, # of individuals, etc.)**

ReSOURCE YouthBuild Annual Outcomes (Burlington & Barre Programs)	YouthBuild Goals 2022-2023		Burlington YouthBuild Residents	
Enrollment	30		6	
Graduates	25	83%	5	83%
High School Degrees Earned	20	67%	4	67%
NCCER Construction Certification (of graduates)	25	100%	5	100%
Public Works Projects Completed	20		5	

### IV. Impact / Evaluation

**1. How do you assess whether/how program participants are better off? Describe how you assess project/program outcomes; your description should include: what type of data, the method/tool for collecting the data, from whom you collect data, and when it is collected. \***

We know individuals who participate in this program are better off because of the new skills, both personal and professional, that make them more competitive in the workforce that they wouldn't have without our program. All of our graduates leave ReSOURCE with confidence in their abilities to find work in their trained profession having gained real-work experience in the field, with employers that are interested in filling positions at their companies with our graduates. ReSOURCE also uses pre- and post-testing data (TABE) to measure academic progress, employment information (wage rate, employment status), and attainment of high school degree & industry recognized skill certifications to obtain objective measures of forward progress and success. We collect feedback from both our trainees and our employer partners to learn how well we are doing, and how our graduates are doing. Data is collected at the start and end of the program, and at 3-, 6-, and 12-months following completion of the program.

**2. How successful has the project/program been during the most recent reporting year for your CDBG project? Report the number of beneficiaries you intended to serve with which activities (as noted in your last Attachment A) and your final outcomes (as noted on your Attachment C) from June 2021 (or June 2020).**

ReSOURCE YouthBuild 2021 – 2022 Cohort (YouthBuild Burlington Residents Only)	Burlington YouthBuild Goals		Burlington YouthBuild Outcomes*	
Enrollment	6		5	
Graduates	5	83%	2 (2 still active)	67%
High School Degrees Earned (of graduates)	4	67%	1	50%
NCCER Construction Certification	5	100%	5	100%

\*As of Jan, 2022: The current 21-22 cohort is still in session. Program follows timeline provided above.

## ***V. Experience / Organizational Capacity***

---

### **1. What is your agency's mission, and how do the proposed activities fit with your mission?**

ReSOURCE empowers individuals and strengthens Vermont communities through Workforce Development, Poverty Relief, and Environmental Stewardship. The proposed activities of the ReSOURCE YouthBuild program is essential in mission fulfillment in that it addresses all three components of the organization's mission by providing training, improving housing for low income families, and improving energy efficiency of the housing stock in Burlington, VT.

### **2. Explain how your agency has the capacity to carry out the proposed activity (i.e. staff qualifications, years of experience related to this type of activity, etc.) \***

ReSOURCE has operated its YouthBuild program without interruption since 2004. Staffing is well-established and instruction and program implementation are on-going. Staff have a great depth of training, construction, education, and management experience. Andrew Jope, has served as the Program Director at ReSOURCE YouthBuild since 2005. During his time at ReSOURCE YouthBuild, the program has grown to serve more young adults each year, expanded to operate out of both Burlington and Barre, and continued to shift student experiences to fit the job market. He has worked in experiential and technical education since 1999 with the Vermont Youth Conservation Corps and Northlands Job Corps Center. He holds a BA from Bucknell University, a Vermont Teacher's License from Trinity College, and a Master of Public Administration from UVM.

### **3. What steps has your organization/board taken in the past year to address racial equity, inclusion, and belonging internally? What new commitments have been made to address racial equity, inclusion, and belonging internally in the year ahead?**

The last year's violence against Asian Americans, the mass shootings with weapons made for war, continuing efforts to suppress voting, and police violence against black Americans are each depressing realities that show that principles laid out in our founding documents remain aspirational. ReSOURCE is focused on anti-racism and ensuring that all of our programs push against racist structures and biases. As we've spent the last year asking ourselves the hard questions, it has become clear that despite the best of intentions, we all have blind spots. ReSOURCE has more work to do and an ongoing commitment to that work, with clear annual priorities and deliverables helps hold us accountable to our mission and better serves our ability to empower individuals and create opportunities.

While this work is ongoing, equity does not mean treating everyone exactly the same, but rather, at ReSOURCE it means meeting everyone where they are, recognizing their life experience, unique set of needs, and working with each individual to build a path to success. ReSOURCE has established Cultural Competencies meant to serve as guideposts to our strategies and goals. Organizationally, the goal is that all employees can speak towards the importance of diversity, equity, and inclusion and how they are able to live that in their jobs.

Current initiatives include working with Diversity Equity & Inclusion of VT LLC to offer:

1. Implicit Bias Training for all staff: Microaggressions (using reflective practices) small group instruction and open conversations. This laid-back open conversation training provides opportunities for us to reflect on our own practices. During these mini conversational circles, we want to engage the participant with prompts to understand their implicit biases. Every member will take an implicit bias test to recognize where they have biases.
2. DEI Climate Organizational Assessment: Assessment to learn more about how each person views the climate, and if employees feel safe at work. This assessment really helps start the conversation and to address opportunities for change.
3. Restorative practices: Consultant will facilitate conversations/practices within the workplace. Help establish RP as a practice and complete an RP assessment.

After the results of initial assessments, 2022 begins a new phase for ReSOURCE with the opportunities to pursue strategic planning with our executive team and review and update our policies and procedures.

4. Have you received Federal or State grant funds in the past three years?  Yes  No
5. Were the activities funded by these sources successfully completed?  Yes  No  N/A  
If No, please explain:

**VI. Proposed Low & Moderate Income Beneficiaries**

1. Will the program solely serve a specific group of people? If so, check **ONE** below:
- Abused Children  Elderly (62 years +)  People with AIDS  
 Battered Spouses  Homeless Persons  Illiterate Adults  
 People with Severe Disabilities

2. a. For your proposed project, please estimate how the **Burlington residents** will break out into the following income categories during the total grant period. Use the Income Table at: <https://www.burlingtonvt.gov/CEDO/2021-HUD-Income-Limits>

Service / Activity	Unduplicated Total # of Burlington HH / Persons to be Served	# Extremely Low-Income (30% median)	# Very Low-Income (50% median)	# Low-Income (80% median)	# Above Income Limits (above 80% median)
Burlington residents enrolled in YouthBuild	6	4	1	1	

b. All CDBG grantees serving limited clientele will be required to use CEDO’s *CDBG Beneficiary Self-Certification* form to collect beneficiary data including race, ethnicity, annual income, and family size. Is your organization willing and prepared to add this documentation to the intake process for your CDBG funded program by July 1, 2022?

- Yes  NO  Not Serving Limited Clientele

**VII. Commitment to Equity, Inclusion and Belonging**

1. Who is the project/program designed to benefit? Describe the project/program’s target population, citing (if relevant) specific age, gender, income, community/location or other characteristic of the people this program is intended to serve. How do you select and reach your target population?

ReSOURCE YouthBuild has empowered young men and women, 16 to 24 years-old in Chittenden and Washington counties who have dropped out of high school to build futures through education, job skills training, and service. Current events have thrown the vulnerabilities of those living in poverty into sharp relief. Our trainees and generally the population we serve are harder hit by the COVID-19 pandemic. The majority of participants in YouthBuild are students that rely on our alternative pathways to training that helps them complete their education and become effectively trained for gainful employment. We will continue to empower individuals and create opportunities.

ReSOURCE’s job skills training programs address barriers faced by high need individuals when seeking rewarding employment. Most or all of the program participants are categorized as low or extremely low income; many come from broken homes, some from abusive environments. Most students are referred by

government agencies, local nonprofit partners, and regional high schools, with some by word-of-mouth referrals. ReSOURCE is committed to providing equal opportunity to all qualified persons. ReSOURCE YouthBuild participants are selected based on interest, ability to succeed, and need for support. All are welcome to apply, regardless of race, gender, orientation, or social standing.

**2. Describe the steps you take to make the project/program accessible, inclusive and culturally appropriate for the target population. \***

ReSOURCE strives to make all of its programs, operations, and employment opportunities accessible to all, promoting an atmosphere defined by trust, open communications, and mutual respect to ensure that all staff and trainees are able to become successful and contributing members of ReSOURCE. As mentioned previously, ReSOURCE has established Cultural Competencies with the purpose to create conditions through which all ReSOURCE staff and trainees develop the skills, awareness, and practical experience to respectfully and effectively work with diverse people both now and in the future. We work closely with a diverse group of partners to ensure any individuals interested or involved in our programming is representative of the larger community we are part of.

***VIII. Budget / Financial Feasibility***

---

**1. Budget Narrative: Provide a clear description of what you will do with CDBG’s investment in the project/program. How will you spend the money? Give specific details.**

CDBG funding will be used for staff time instructing YouthBuild students in affordable housing construction and Public Works projects in Burlington. Staff time includes training module preparation, job site supervision & instruction, certification instruction & training, as well as crew leadership and student instruction & safety training that will occur both on and off the job site.

**2. If you plan to pay for staff with CDBG funding, describe what they do in relation to the specific service(s) / activity(ies) in your Project/Program Design.**

a.

Specific Service / Activity	Position/Title	Work Related to CDBG-Funded Activity	# of Hours per Week spent on this Specific Service / Activity	% of Hours per Week spent on this Specific Service / Activity to be paid with CDBG
Project Management & Oversight of Program	YouthBuild Program Director	Facilitate recruitment, assist in daily activities, and manage technical training of YouthBuild program	40	30%

**b. All CDBG grantees that use CDBG funds for salaries must submit timesheets that capture total time and effort of staff members funded with CDBG. These timesheets must record CDBG hours worked, other hours worked, all funding sources, and a narrative for all CDBG and non-CDBG funded activities, and they must be signed by the employee and supervisor. Does your organization have the ability to implement a timekeeping system for CDBG funded staff that meets these requirements by July 1, 2022?**

Yes       No       Not Funding Salaries

### 3. Program/Project Budget

Line Item	CDBG Funds	Other	Total
Payroll	\$ 22,246	\$ 394,420	\$ 416,666
Fringe Benefits	\$ 5,116	\$ 57,964	\$ 63,080
YouthBuild Trainee Stipends	\$-	\$ 39,748	\$ 39,748
Transportation Costs	\$-	\$ 10,100	\$ 10,100
Occupancy	\$-	\$ 27,028	\$ 27,028
Supplies/ Materials	\$-	\$ 28,800	\$ 28,800
Other Costs (Marketing/ Promotion)	\$-	\$ 111,607	\$ 111,607
Indirect & Administration	\$ 2,638	\$ 124,867	\$ 127,505
<b>TOTAL</b>	<b>\$ 30,000</b>	<b>\$ 794,534</b>	<b>\$ 842,534</b>

### 4. Funding Sources

	Project - YouthBuild		Agency	
	Current - 2021	Projected - 2022	Current - 2021	Projected - 2022
CDBG	\$ 20,000	\$ 30,000	\$ 20,000	\$ 30,000
<b>State (specify)</b>				
VT Barn Painting Grant	16,000		45,000	47,914
VT Department of Labor			25,000	25,000
VT Legislature Funding		207,187		376,703
Other VT State			10,000	
<b>Federal (specify)</b>				
AmeriCorps YouthBuild	132,050	142,000	139,000	142,000
AmeriCorps Every Body Works			216,405	260,000
DOL YouthBuild	270,000	250,000	300,000	250,000
Other Federal			50,000	60,000
United Way				
Private (specify) - Foundation	160,000	72,000	400,000	300,000
Individual/Corporate			226,688	240,000
Donated Goods/ Services	8,748	8,748	25,020	25,020
Program Income			220,508	144,564
Other (specify) – Social Enterprise Earned Income	50,600	114,600	4,127,029	4,633,446
<b>Total</b>	<b>\$ 657,398</b>	<b>\$ 824,534</b>	<b>\$ 5,804,650</b>	<b>\$ 6,534,646</b>

### 5. Of the total project cost, what percentage will be financed with CDBG?

$$\frac{\$ 30,000}{\text{CDBG Funding}} \div \frac{\$ 824,534}{\text{Total Program/Project Costs}} = \frac{4\%}{\text{Percentage}}$$

### 6. Of the total project cost, what would be the total cost per person?

$$\frac{\$ 824,534}{\text{Total Program/Project Cost}} \div \frac{30}{\text{\# Total Proposed Beneficiaries}} = \frac{\$ 27,484}{\text{Cost Per Person}}$$

$$\frac{\$ 30,000}{\text{CDBG Funding}} \div \frac{6}{\text{\# Total Proposed CDBG Beneficiaries}} = \frac{\$ 5,000}{\text{Cost Per Person CDBG Investment}}$$

### 7. Why should CDBG resources, as opposed to other sources of funding, be used for this project?

ReSOURCE's YouthBuild goals are well aligned with the U.S. Housing & Urban Development Agency (HUD) that distributes CDBG funding; the federal YouthBuild program used to be based out of HUD before shifting to the Department of Labor. CDBG funds directed at easing poverty, removing blight, and



improving housing are a good match for the YouthBuild program that directly rehabilitates affordable housing and expands the capacity to build affordable housing by training disadvantaged youth and adults for jobs in construction trades.

**8. Describe your use of community resources, including volunteers. Include any resources not listed in your budget. Will CDBG be used to leverage other resources? \***

ReSOURCE has a variety of community partners and has leveraged the following resources that are not listed in our budget: Association of General Contractors of Vermont: trainings, OSHA safety class, job placements; Vermont Talent Pipeline Management: support for job placement; VT Adult Learning: educational support and high school completion administration; VSAC: trainee tuition/participation fees; VT Energy Efficiency Investment Corporation: housing construction partner, workshops, and BPI certification; YouthBuild USA: AmeriCorps grant, education awards, individual development accounts for graduates, and staff development and training.

## ***IX. Collaboration/Efficiency***

---

**1. Give 1 or 2 examples of key successful collaboration(s) between your program/project and another agency/program/group to address the needs of the people you serve.**

With support from the Community College of Vermont, each YouthBuild student is able to take an introduction to college studies class and earn a credit toward a college degree. Additionally, all YouthBuild students are co-enrolled as AmeriCorps members and thus earn an educational award that can be used for further training and college. These successful collaborations provide opportunity for YouthBuild students to continue their journey with post-secondary education opening more pathways for promising careers.

ReSOURCE YouthBuild provides hands-on learning activities throughout the program that allow for skill development and connect participants to career opportunities. Hands-on learning work experiences in Burlington are provided to participants through either Construction or Manufacturing training tracks. Students enrolled in the Manufacturing training track complete the Certified Logistics Technician course with ReSOURCE. Upon completion of this training, students are then co-enrolled in the Advanced Manufacturing Program through ReSOURCE's training partner, Generator. Located in Burlington, VT, Generator is a Makerspace; a combination of artist studios, classroom, and business incubator. This partnership with Generator is a provides state of the art tools and equipment, expertise, and educational opportunities to ReSOURCE YouthBuild students. The Advanced Manufacturing Program equips youth with the skills to program and operate advanced manufacturing equipment such as Computer Numerically Controlled machines, precision lathes and cutting tools, and digital printers, qualifying them for historically hard-to-fill manufacturing jobs in Vermont. This collaboration with YouthBuild and Generator trains youth in advanced-manufacturing and design-thinking workshops and then connects them with internships at local manufacturers giving them access to employment opportunities in the Manufacturing field, and increasing the training we are able to offer low-income Vermonters.

**2. Do identical or similar community programs exist? How does this program complement or collaborate rather than duplicate services? What makes this program unique?**

ReSOURCE operates the only YouthBuild programs in the state. In Vermont there is a recognized need for rehab construction on homes, primarily those of low-income Vermonters, to save money for our residents and to improve the durability and efficiency of Vermont homes. While there are similar construction and weatherization partners throughout the state, ReSOURCE is unique because we have chosen to focus on what we do well, provide workforce development training designed for low-income and at-risk populations with significant barriers to employment. All of ReSOURCE's training programs are designed to provide benefit in each of the organization's three mission areas. Combining these elements provides important synergies and value. Students, by providing valuable service to others, find a new sense of purpose and pride in accomplishment. This collaboration drives and supports their learning. They are able to cost-effectively

rehabilitate affordable housing, complete community service projects & work on public facilities, and complete green energy efficiency projects while learning on-the-job. Building and improving housing gives meaning to the students' work, motivating them to succeed; the attainment of academic and professional certifications gives employers confidence in hiring program graduates.

**3. Provide 1 example of how your agency has become more efficient in achieving your outcomes or managing your project/program.**

ReSOURCE has become more efficient in managing our program by having designated administrative staff manage our grant. Our Grants Manager is responsible for tracking staff time and effort, collecting project paperwork, and maintaining our records and database outcomes throughout the duration of each grant year. This process was created out of a need for more efficient file management that has been refined over the years and has created open dialog between program instructors and administrative staff to assure attainable outcomes and complete documentation.

## ***X. Sustainability***

---

**1. How will this project have a long-term benefit to the City of Burlington? If this program/project ends, how will that benefit continue?**

This project will have positive long-term benefits to the City of Burlington by reducing the negative impact of the high school dropout rate; resulting in low-income youth becoming successful workers at local businesses; and increasing the level of community service through the direct involvement of the YouthBuild crews, creating a culture of responsibility, service, and caring. There is no plan for the project to end, but if it did, the benefits are long-lasting both in terms of increased community engagements and environmental benefits that will last for the lifetime of the housing our students have improved.

**2. CDBG funding is intended for new or expanded services. If CDBG funding ends, will the project be able to continue?**

ReSOURCE provides many services and programs to lend a hand in closing the opportunity gap for Vermont youth and families, and their communities; it is important to note that in addition, ReSOURCE YouthBuild provides innovative strategies in education and career training, which is dedicated to ending the cycle of poverty that we often see in multiple generations of a family. Many of our students are the first to finish high school, pursue higher education, or develop a trade skill. These are all tools that help them break the cycle of poverty for their families and build a stronger chance for the next generation to have access to these same resources. The loss of other federal funding has seriously threatened the YouthBuild program in the past. As such, ReSOURCE has grown support from increased state, private, and foundation support. If funding from CDBG were to end, we would certainly do everything possible to continue and seek alternative funding plans.

**3. How will you prioritize the proposed project activities if you do not receive the full amount requested?**

Ultimately, reduced funding would impact the capacity to complete jobs focused in Burlington, and service income from other, non-grant qualifying jobs would need to be pursued. CDBG funding allows ReSOURCE to prioritize low-income affordable housing projects in Burlington over these other types of work. Any reduced funding would not jeopardize the quality and number of students we would serve, but could affect the ability to prioritize jobs that offer competitive training opportunities.